

A Guide to Building Effectiveness 2019

Overview

Building Effectiveness is a bespoke, 9 months, organisational development programme ideally suited to organisations looking to become more strategically focussed and better equipped to face the future.

Participating organisations will be allocated both an Advisor and an experienced business Mentor. The Advisor will help pull together a development action plan and provide operational support. The Mentor, who will be carefully selected to match their skills to the needs of the organisation, will provide guidance and strategic support. Together the Mentor and Advisor will ensure the organisation is in the best possible position at the end of the programme.

As part of Building Effectiveness in 2019, participating organisations will also benefit from a programme of Leadership Workshops (see page 3 for details).

Who can apply?

- Organisations located or providing services in Hertfordshire
- Registered charities, charitable companies (including CICs and CIOs) or formally constituted community groups
- Organisations working to improve community need and deprivation
- Organisations that have been running for at least 12 months, employ at least one person in a paid managerial role and have an income of £100,000+ in the last 12 months
- Organisations with a board of Trustees, Directors or management committee with at least two, non-related members

We are unable to accept applications from:

- Animal welfare, religious, political, wildlife and environmental organisations
- Statutory bodies or private profit-making companies that do not have charitable status
- National charities without a Hertfordshire focus

How to apply

Interested organisations who meet the above criteria are invited to complete a short application form. Click [here](#) to download a copy. The application deadline is **12 noon on Monday 3rd December 2019**.

How will applications be assessed?

Applications will be assessed against the following criteria:

- The capacity of the organisation to engage with the programme
- Evidence that the board and senior management are keen and willing to dedicate resource to the programme
- Evidence that the organisation's expectations are realistic and that there is a desire for positive change
- The potential for development and the likely impact

Further information

If you would like to discuss your application or any aspect of the programme please contact Sarah Elliott on 01707 251351 or email sarah.elliott@hertscf.org.uk. HCF will be holding two information sessions on 12th and 21st November which are ideal opportunities learn more and to ask any questions. To book a place please contact Sarah.

Details of the Building Effectiveness programme

Phase	When	Overview	Outputs	Estimated commitment
1. Baseline assessment	Jan – Feb 2019	<ul style="list-style-type: none"> Participants allocated an experienced Advisor and registered to use HCF's online diagnostic tool, DevelApp. (DevelApp is a user friendly system which asks a series of questions to help participants identify areas for development) The Advisor meets Board and senior management to complete and discuss any outstanding areas of the DevelApp assessment and check for consistency Further work may then be required by the senior management team to complete the assessment 	Recommended actions that will help the organisation improve its performance. This may include strategic and operational issues highlighted by the baseline assessment and those identified by the organisation prior to commencing the programme.	2 days
2. Development action plan	Mar 2019	<ul style="list-style-type: none"> The Advisor will support the organisation to prioritise the identified issues into a tailored Development Action Plan. The plan will highlight the key strategic project that will become the focus of work with the Mentor It will also include priority operational improvements arising out of the assessment to be completed in the year 	A transformational Development Action Plan that can realistically be achieved within 9 months.	1 day
3. Development period	Apr - Dec 2019	<ul style="list-style-type: none"> The organisation and Mentor will work on the priority strategic areas detailed in the Development Action Plan. The organisation will make the recommended operational improvements with support from their Advisor Selected participants will be offered the chance to have in-house governance training for their board of Trustees The CEO/main contact will attend leadership workshops* 	<ul style="list-style-type: none"> Achievement of objectives in the Development Action Plan, or progress towards them Board understanding of their roles and responsibilities Practical tools and resources from workshops to apply to the organisation 	3-4 days per month Mentors provide approx. 5-7 days of consultancy
4. Follow-up assessments	Jan- Feb 2020	<ul style="list-style-type: none"> The Advisor will conduct a follow-up assessment to track progress made and evaluate the impact of the programme on the organisation's effectiveness. The Advisor will share the reports with HCF and draw up a case study 	<ul style="list-style-type: none"> Final assessment report Case study 	½ - 1 day

Leadership Workshops

As part of Building Effectiveness in 2019, participating organisations will benefit from a Leadership Programme which will be chaired by Will Hobhouse and facilitated by Dawn Harrison Wallace and supported by Sarah Elliott from HCF.

Will was the High Sheriff in 2017 and is co-supporting the Building Effectiveness project alongside other HCF donors. Will has developed a formidable reputation driving growth at names such as Tie Rack, Whittard of Chelsea, Jack Wills, Heal's and Le Pain Quotidien. In his role at Sarratt Equity he provides leadership development for the businesses he is involved with. He is also passionate about volunteering and encouraging the local charitable sector.

The 2019 programme will start with a networking lunch in April so the main contacts (ideally the CEO) can meet each other, discuss their development action plans and areas of mutual interest.

The one day workshops will focus on specific themes – chosen to support some of the challenges that all organisations face when going through a change programme. The dates below show provisional theme topics based on the 2018 programme – but there will be flexibility for the group to choose relevant subjects. Days involve exercises carried out in pairs or groups, plenary discussions and sharing. Practical tools and resources will be provided for attendees to take back to their organisations.

The workshops offer the benefit for participants to develop a peer support network with each other and to seek advice from Will, Dawn and Sarah about progress with their improvement programmes.

Weds 24 th April 2019	12.00-15.00	Networking Lunch
Weds 15 th May 2019	10.00-16.00	Delivering Change; Partnerships
Weds 19 th June 2019	10.00-16.00	Management vs Leadership
Weds 17 th July 2019	10.00-16.00	Teams
Weds 18 th September 2019	10.00-16.00	Values, Culture and Behaviours
Weds 13 th November 2019	10.00-16.00	Growth; Succession Planning;
Weds 22 nd January 2020	10.00-16.00	Tbc

Terms and Conditions

To ensure selected participants benefit fully from this programme all are required to:

- Allocate time for Trustees, Directors or committee members and senior management to engage in the process
- Hold meetings in a timely manner in line with the timeframes detailed on page 2
- Focus throughout the development period on implementing the agreed activities to schedule
- Be open and frank with their Advisor and Mentor throughout the programme
- Give HCF permission to publicise the participating organisation's involvement

HCF, the Advisors and Mentors will:

- Deliver the services as described in this document
- Provide as much notice as possible when arranging meetings and visits
- Maintain confidentiality when requested
- Seek written permission to publish any information about participating organisations
- Discontinue to provide services in the event that the participant fails to meet the above terms